

5 February 1981

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MEMORANDUM FOR : [REDACTED]
Deputy Director for Policy and Evaluation

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FROM : [REDACTED]
Chief, Personnel Management Evaluation Staff

SUBJECT : Presentation of FY 80 APR to the DCI

1. The general quality of the reports received thus far from the Career Services suggests a significant step forward has been made this past year in the preparation of APRs. I'm convinced the main reason for this has been the strong effort made by this Staff to improve the APR's validity and credibility as a management tool. This said, however, I am not convinced that we have totally succeeded in gaining the active cooperation of managers in the process. The reports are prepared "in toto" by personnelists who operate in isolation (i.e., without the participation of managers). The fact is personnelists themselves are disposed to treat the APR as an unpleasant exercise forced upon them. This is a reality factor which should not be ignored.

2. The reports this year for the most part present a retrospect of the past five years and thus are likely to provoke more interest because of their reference to trends, etc. On the other hand they fail to address specifically the DDCI's direction of last year to accomplish certain objectives. The Career Services appear to have used trend analysis as a diversionary scheme to direct top management's attention from a set of particular concerns. Where it's not possible to veil the subject adequately they are quick to offer assurance that they are working diligently to remedy the situation. In sum, the Career Services present some interesting data but much of what they present is a facade of a formal statement to the DCI reflecting their responsibilities as managers in a decentralized system of personnel management.

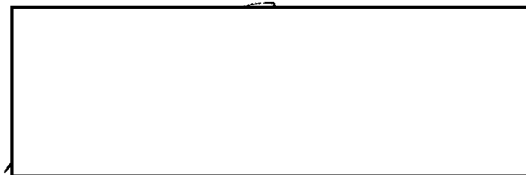
3. If one is permitted at this point to make any assumptions about the new DCI I would suggest that he prefers to delegate authority and responsibility and is not especially interested in personally overseeing all aspects of Agency personnel management. He most probably would interpret the FY 80 APR's as indicative of the Agency's approach to personnel management, would endorse it, and conclude that unless told differently by the D/PPPM, all is well and to carry on. The role of D/PPPM thus becomes

rather crucial in determining what, if anything, is going to be done with the APR.

4. The APP (and APR) exercise has been long suffering and the evidence suggests that we are still a long way from making it truly viable. All things considered I would recommend that preliminary to presenting the APRs to the DCI we offer him a mini-briefing with just the essentials being discussed, e.g., "The APP (APR) was instituted in 1973 as a result of a major review of personnel management and a study of new management approaches within the Agency. It is directed toward supporting a more uniform and structured approach to the development and management of Agency personnel and personnel programs. It represents a system for Heads of Career Services to formally present their plans and achievements in major areas of employee resource responsibility."

I believe D/PPPM might use this opportunity to suggest that although the APP/APR have been prepared heretofore on an annual basis that its usefulness has been seriously impaired by externally controlled factors which have regularly interfered with goal setting and achievement. That is not to say that managerial responsibility is in anyway changed but only that the burden of developing such reports on an annual basis is difficult to justify, hence the reports this year focus on trend analysis. Although managers would continue to monitor their programs as they have in the past, periodic rather than annual reports would be more efficient and just as useful. In addition D/PPPM would continue to serve as the central control point for assuring reasonable uniformity in the application of Agency personnel policy.

5. The cost of developing an APP/APR under the present system is expensive both in terms of dollars and in the use of personal resources. This is a good time to get out from under a program whose dividends have been almost minuscule.



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TO: (Name, office symbol, room number, building, Agency/Post)		5 Feb 81
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As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

- 1- What is in "APP" that cannot be extracted for computer data basis on or as media basis? *Cooperatively / SODP*
- 2- Altho superficial management involvement is there not *some gain in annually looking at external trends*
- 3- What DDCI objectives were not addressed? *PRD's*
- 4- How do we exercise O/P's goal setting responsibility? *negative maybe*
- 5- Can policy review substitute?
- 6- Should we recommend Navy, discuss w/ Disatus.

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Room No.—Bldg.

1006 Ames

C/PMS/OPPPM

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- 1 - free account - ODCI lth
- 2 - continue annu shar
game
- 3 - do periodic w/ monitoring
- 4 - eliminate

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